

**TQM**

# Διοίκηση Ολικής Ποιότητας

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**eMBA**

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# Περιγραμμά Παρουσίασης

- Εισαγωγή
- Ύλη
- Βιβλίο, Εργασίες, Εξετάσεις
- Introduction to Business Administration & Management
- Introduction to TQM
- Άσκηση για το επόμενο μάθημα
- Ύλη Εξετάσεων: Οι τρεις Ασκήσεις

# Total Quality Management

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*"a management approach*

*to long-term success*

*through customer satisfaction"*

... a management approach

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“τι ακριβώς είναι;

TQM  $\simeq$  εφαρμοσμένη πράξη

# Management System

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*is the way in which an organization  
manages the interrelated parts of its business  
in order to achieve its objectives*

# Interrelated Parts

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*Ποια είναι;*

Τι σπουδάζουμε στη Διοίκηση Επιχειρήσεων;

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Ποια είναι τα πρακτικά, βασικά δομικά στοιχεία οργάνωσης μίας επιχείρησης;

Τι πρέπει να μετράμε σε μία επιχείρηση;

....

# TQM Elements

Strategic, Systematic Approach

Continual Improvement

Customer-Focused

Total Employee Involvement

## **THE 8 ELEMENTS OF TQM**

Process-Centered

Integrated System

Fact-Based Decision Making

Communications

# ... βιβλίο, εργασίες , ...., εξετάσεις

• Ελληνικά ή Αγγλικά

• Εναλλακτικές Δυνατότητες

• Εργασίες

• Χωρίς Βιβλίο ?

• Ασκήσεις

• Ξενόγλωσση Βιβλιογραφία (διαρκής ενημέρωση)

• Βιβλίο & Πρόσθετο Υλικό

• Μελέτες Περίπτωσης

• Ξενόγλωσσο Βιβλίο

• Εξετάσεις

• Ελληνικό Βιβλίο

• Λογισμικό

# 'ύλη' μαθήματος

Mgt Εισαγωγή

Mapping Tools

ΔΟΠ Εισαγωγή

Quality Costs

Origins & Evolution

Lean 6σ

TQM, Performance, Awards, 'Brand Enhancement'

CI Mechanism

Quality Certification, Awards

Q Dimensions

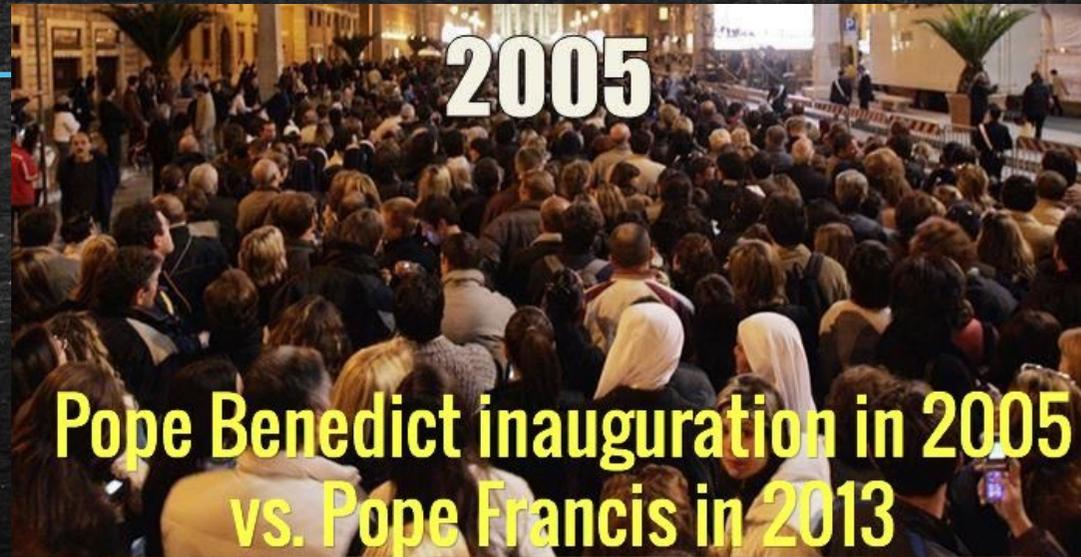
Methods, Tools & Techniques

Product / Process Design

Service Quality

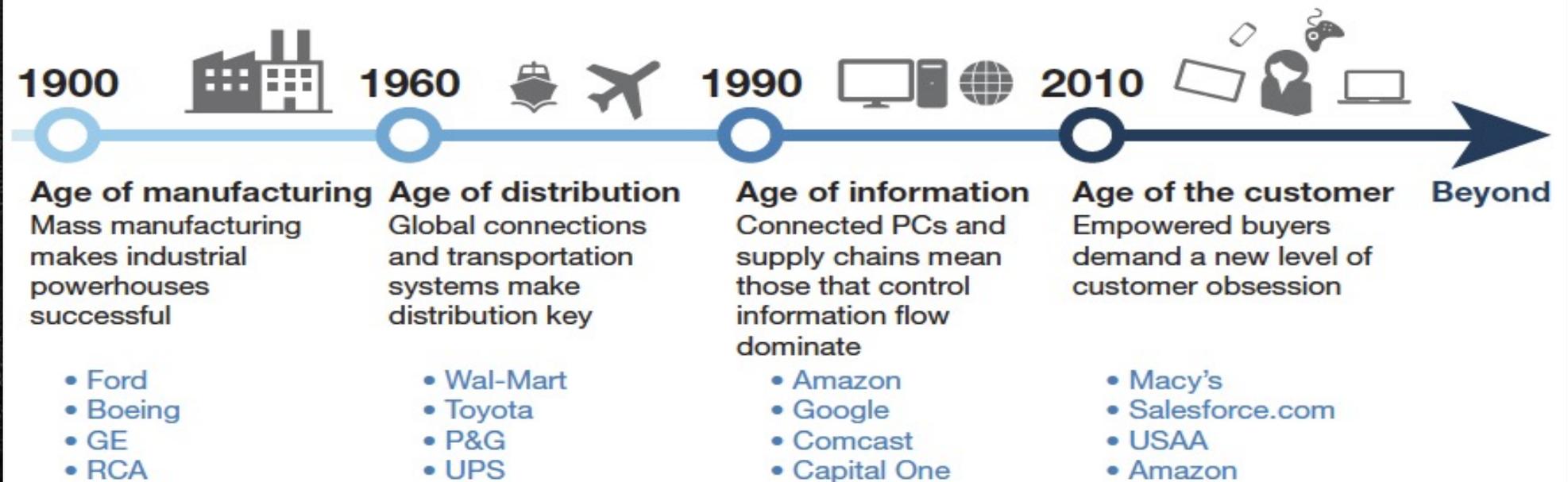
Procedure Writing

... a changing world



# The Environment? The Age of the Customer?

Figure 1 We Have Entered The Age Of The Customer



# What is Business Administration?

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*" ... Management is doing things right.*

*Leadership is doing the right things ..."*

Peter Drucker

## What is Business Administration? ...

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*" ... The purpose of a business  
is to  
create a customer ..."*

Peter Drucker

## Quality Definitions & Sayings

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*" ... Quality is essential to  
brand development & loyalty ..."*

Peter Drucker

## Quality Definitions & Sayings

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*" ... Quality in a product or service  
is not what the supplier puts in.  
It is what the customer gets out ..."*

Peter Drucker

# Quality Definitions & Sayings

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*" ... Superior customer - perceived quality  
drives profitability ..."*

R.D. Buzzell & B. T. Gale

## Quality Definitions & Sayings

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*"... it takes 20 years to build a reputation*

*&*

*5 minutes to ruin it ..."*

Warren Buffett

# Quality Definitions & Sayings

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*" ... CEx becomes  
the dominant design  
force influencing markets ..."*

ASQ - 2015 Future of Quality Report

# Quality Definitions & Sayings

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*" ... the Future of Quality:  
getting better all the time ..."*

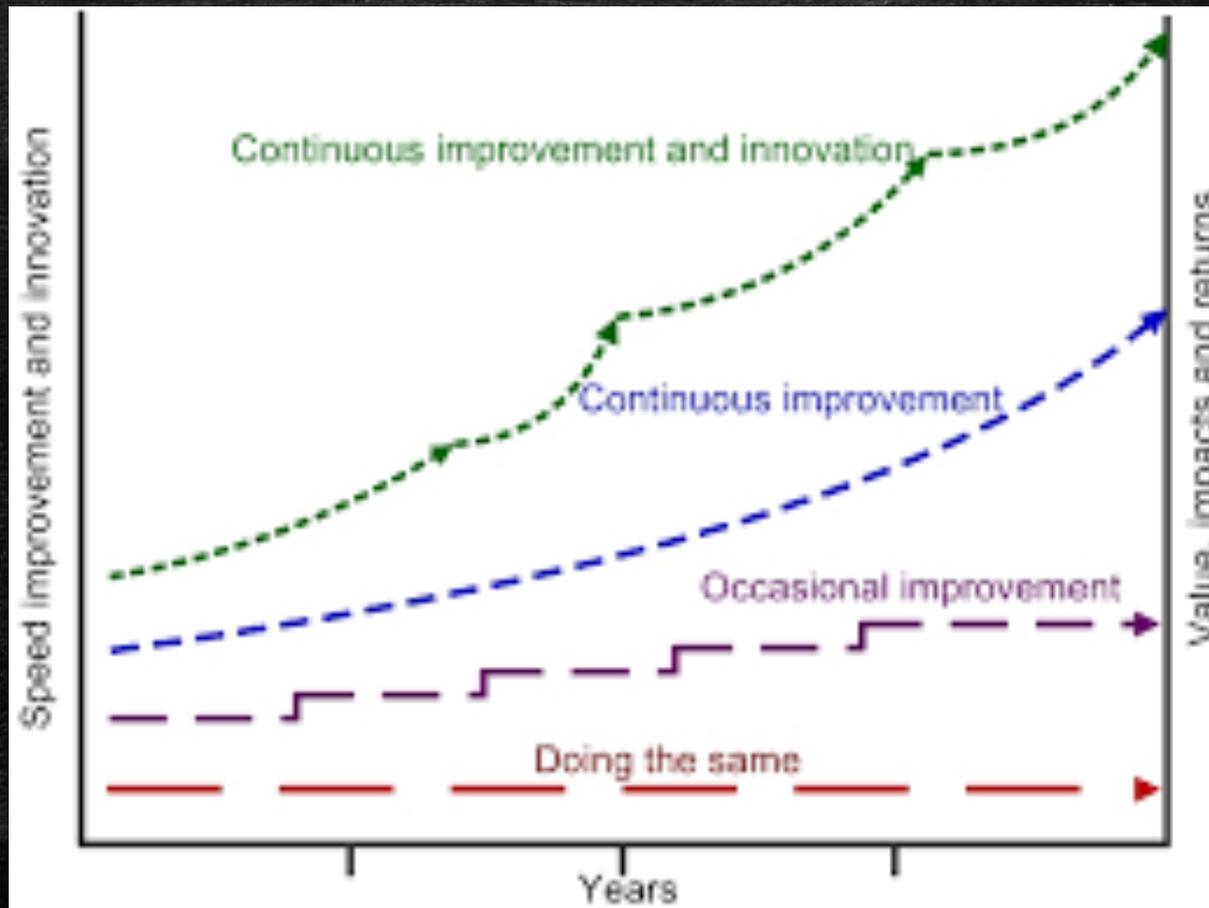
ASQ - 2015 Future of Quality Report

Getting Better all the time

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# Getting Better all the time



# Getting Better all the time

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# Getting Better all the time

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## Quality Definitions & Sayings

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*" ... almost all quality improvement  
comes via simplification of  
design, manufacturing ... layout,  
processes & procedures ..."*

Tom Peters

## Quality Definitions & Sayings

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*"... we can't solve problems  
by using  
the same kind of thinking  
we used when we created them ..."*

Albert Einstein

Quality

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Continual Improvement

Change

## Quality Definitions & Sayings

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*"... Every act of creation is, first of all,  
an act of destruction ..."*

Pablo Picasso

# Digital Disruption

“Banking is necessary,  
banks are not”

Bill Gates



## Quality Definitions & Sayings

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*" ... We are what we repeatedly do.*

*Excellence, then, is not an act, but a habit ..."*

Aristotle

## Quality Definitions & Sayings

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*" ... quality is the totality of characteristics of an entity that bear upon its ability to satisfy stated & implied needs ..."*

*" ... quality **management** is coordinated activities to direct an organization with regard to quality ..."*

*"... quality **control** is part of quality management, focused on fulfilling quality requirements ..."*

## Quality Definitions & Sayings

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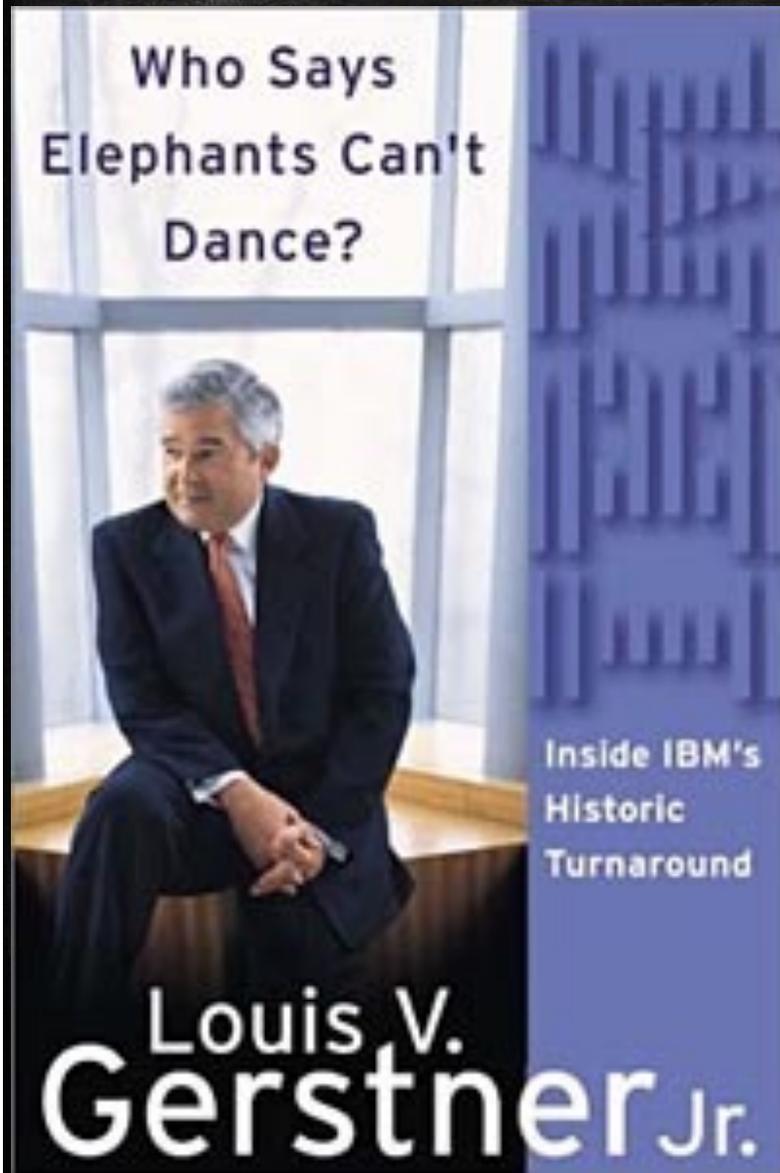
*"... four basic conditions are necessary before employees will change their behaviour :*

- 1) a compelling story*
- 2) role modelling*
- 3) reinforcing mechanisms and*
- 4) capability building ...."*

*'McKinsey Quarterly, 2003*

# Αλλαγές





# Dancing Elephants ?

"When I arrived at IBM, there were Team signs all around. I asked, 'How do people get paid?' They told me, 'We pay people based on individual performance.'

The world is full of CEOs that think that just because they write a memo or they write a letter inside an annual report or they give a little video speech that gets sent around the company, they think that's what's really going to affect employees.

People don't do what you expect but what you inspect."

## Quality Definitions & Sayings

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*"... digital mastery is not about the technology itself,  
but about  
how it supports business transformation"*

Leading Digital, MIT Initiative on the Digital Economy

## Individual / Team Work ....

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"Great things in business are never done by one person.

They're done by a team of people"

"Be a yardstick of quality.

Some people aren't used to an environment where excellence is expected"

Steve Jobs on [Teamwork](#) - Excellence

## Individual / Team Work ....

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- ✓ Ολοκλήρωση δουλειάς από όλους
- ✓ Milestones' Facilitators
- ✓ Επιχειρηματολογία σε διαφορές
- ✓ Κατάληξη
- ✓ Οργάνωση Παρουσιάσεων

Συζήτηση

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Ερωτήσεις ;